2006–2007

Saskatchewan

Provincial Budget

Performance Plan

Saskatchewan Public Service Commission

2007-00015

Minister's Message

It is my pleasure to present the Corporate Human Resource Plan for the Saskatchewan public service for 2006-07.

The Government of Saskatchewan is committed to ensuring we have a capable and talented public service working in a healthy, supportive and challenging work environment. The Corporate Human Resource Plan details the goals and actions to be taken by the Saskatchewan Public Service Commission (PSC) and departments to ensure the public service has the right people in the right jobs at the right time.

Public sector organizations are facing numerous challenges, including the need to improve accountability, manage workforce demographics and increase leadership capacity. We will meet these challenges by continuing to focus on increasing youth and diversity representation, working effectively with public service unions, and increasing succession planning initiatives. Increasing the effectiveness of human resource management systems, practices and processes will also enhance the organizations' ability to achieve its goals.

The PSC is committed to working with departments to implement the Plan and meet the changing needs of the public service. We look forward to reporting on progress in our 2006-07 Annual Report, to be released in July 2007.

By following the actions in this Plan, we will continue to have a strong public service able to provide excellence in policies, programs and services for the people of this Province.

Pat Atkinson

Pat Atkinson
Minister Responsible
for the Public Service Commission

Who We Are

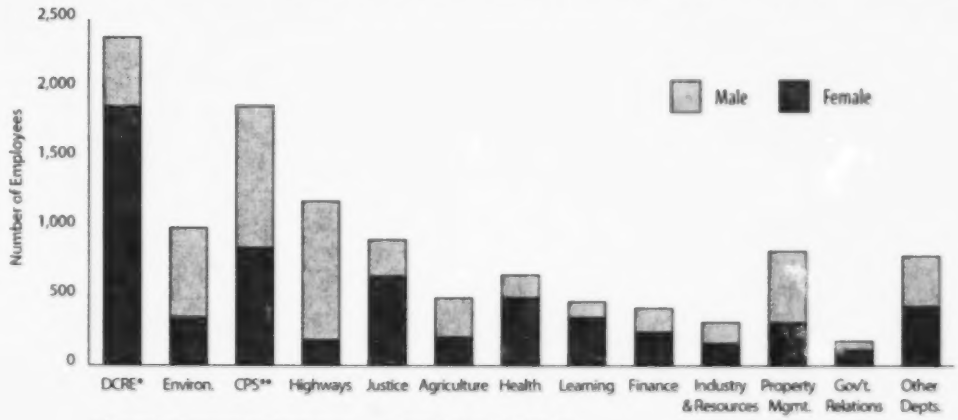
Employees in the Saskatchewan public service provide quality service to the people of the Province. From pasture operators to corrections workers, policy analysts to lab clerks, mining engineers to accountants, our employees are a critical resource to ensure the Government achieves its strategic goals and objectives.

Among their many roles, Government employees:

- operate heavy equipment to maintain roads in the summer and ensure highways are clear of ice and snow in the winter;
- fight forest fires and educate the public about preventing wild land fires;
- conduct intensive home studies for prospective adoptive parents, facilitate adoption placements and provide post-placement support and adoption finalization;
- assess individuals in building their economic independence through transition to jobs;
- develop Government policy and programs in a wide variety of areas such as environmental protection, health, intergovernmental relations, agriculture, and public safety;
- administer computer networks, process and monitor financial transactions, and develop communication tools; and
- work with government and third party partners to ensure effective consultation, analysis and service delivery.

There are more than 10,000 people working in permanent full-time, permanent part-time, term and labour service positions in 20 departments. In summer months, seasonal employees bring this number up to more than 12,000 people.

NUMBER OF ACTIVE EMPLOYEES BY DEPARTMENT, DECEMBER 2005 – 11,474

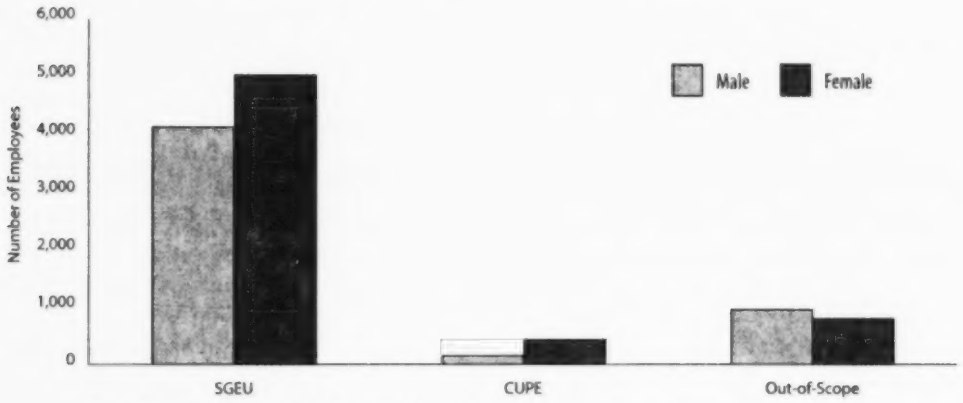


* Community Resources and Employment ** Corrections and Public Safety

[Source: PSC Human Resource Information System, December 2005]

The majority of employees are unionized, and belong to the Saskatchewan Government and General Employees' Union (SGEU) and the Canadian Union of Public Employees (CUPE). The rest are out-of-scope employees, excluded from either union.

NUMBER OF ACTIVE EMPLOYEES BY SCOPE, DECEMBER 2005 – 11,474



[Source: PSC Human Resource Information System, December 2005]

The Corporate Human Resource Plan is an interdepartmental plan with shared accountability between the PSC and departments.

The PSC is accountable for:

- leading the development of the Plan;
- co-ordinating government-wide human resource actions;
- ensuring alignment of activities with government-wide priorities; and
- establishing measures, evaluating and reporting on actions under the plan.

Departments are accountable for:

- partnering with the PSC to develop the Corporate Human Resource Plan;
- completing key actions outlined in the Corporate Human Resource Plan;
- providing progress reports to the PSC on actions under the plan; and
- supporting government-wide human resource priorities.

Beyond our role related to the Corporate Human Resource Plan, the PSC provides leadership and policy direction for the human resource function in the public service. The PSC either directly delivers or collaborates with the departments in the delivery of human resource services. Human resource services include recruitment and selection, learning and development, classification, labour relations, workplace diversity, human resource information systems, employee and family assistance, human resource planning, and organization development.

In 2005-06, the PSC proceeded with the re-design of a new human resource service delivery model for the Government of Saskatchewan with the goal to improve the level and quality of human resource service and support across the public service. As an initial step, the PSC established an Human Resource Client Service Division and Employee Relations, Policy and Planning Division and realigned resources accordingly.

The HR Client Service Division provides staffing, classification, workplace diversity and employee and family assistance leadership and support to the public service. This division is also responsible for the delivery of human resource services to Government Relations, Culture, Youth and Recreation, Labour, Northern Affairs, First Nations and Métis Relations and the Public Service Commission.

The Employee Relations, Policy and Planning Division is responsible for corporate labour relations, collective bargaining, compensation, human resource policy and planning.

This restructuring will enhance the capability of the PSC as a provider of high quality, client-focused HR services as well as to ensure the appropriate government-wide governance of human resource management.

Plan at a Glance

The Corporate Human Resource Plan, introduced in 2003-04, is a multi-year plan that outlines the Government's strategic human resource direction.

This is the fourth performance plan publicly released by the PSC. It reflects the goals and objectives that will guide the PSC and departments. The performance plan will continue to develop over time as key actions are implemented, results are achieved and stakeholder feedback is incorporated.

Human resource management initiatives and outcomes are significantly influenced by the external labour market and the actions of key stakeholders, including public service managers and human resource professionals. Public service unions also take an active interest in human resource management.

There was considerable consultation with clients and stakeholders in the development of the Corporate Human Resource Plan 2002-2006. In updating the plan for 2006-07, consultations were held with the human resource community. They provided feedback on the key actions and performance expectations.

Key actions outlined in this performance plan relate to the 2006-07 fiscal year only. The PSC will report on actual results compared to planned progress in the 2006-07 Annual Report.

This section includes goals and objectives outlined in the Corporate Human Resource Plan for 2006-07, as well as selected performance measures that will assist in determining progress in achieving these goals.

VISION

The Saskatchewan public service is recognized as a leader in public sector management and policy and dedicated to providing excellent programs and services valued by the people of Saskatchewan.

GOAL 1

The Saskatchewan public service has talented, innovative and dedicated employees

***OBJECTIVE 1** – The public service attracts and retains high quality employees*

Performance Measures

- Number of student work experience placements
- Employee separation rate (permanent full-time)
- Retention rate of new employees

***OBJECTIVE 2** – The public service has the knowledge and skills required now and into the future*

Performance Measure

- Percentage of identified key positions with succession plans

GOAL 2

The Saskatchewan public service has a healthy, productive and collaborative work environment

***OBJECTIVE 1** – The public service has effective leaders, managers and supervisors*

Performance Measures

- Percentage of employees who believe their direct supervisor is effective
- Percentage of payroll spent on supervisory, management and leadership training

***OBJECTIVE 2** – The public service has constructive and co-operative relations with employees and the unions that represent them*

Performance Measure

- Percentage of employees who believe mechanisms exist to deal with their concerns

OBJECTIVE 3 – *Enhanced support for learning, effective employee performance, accountability and organizational health*

Performance Measures

- Percentage of employees who believe they are able to access and use work/life balance policies
- Percentage of employees who believe they are supported in their performance
- Percentage of employees who understand the relationship of their job to department goals
- Percentage of payroll spent on training
- Percentage of employees who have learning and development plans in place

OBJECTIVE 4 – *The public service has responsive, client-centered human resource services*

Performance Measure

- Percentage of management employees who are satisfied with PSC services

GOAL 3

The Saskatchewan public service has a diverse workforce

OBJECTIVE 1 – *An increasingly representative workforce at all levels of organization*

Performance Measure

- Percentage of representation by employment equity groups

OBJECTIVE 2 – *Increased attraction and retention of youth*

Performance Measures

- Percentage of permanent full-time public service employees under 30 years of age
- Retention rate of youth (under age 30) within the public service
- Percentage of youth (under age 30) hired within the public service

OBJECTIVE 3 – *Improved organizational culture to support diversity*

Performance Measure

- Percentage of employees who believe the organizational culture supports workplace diversity

2006-07 Financial Overview

2006-07 ESTIMATES	*(in thousands of dollars)*
Central Management and Services	$ 2,150
Human Resource Information Services	5,890
Employee Relations, Policy and Planning	1,837
Human Resource Client Service	3,779
Aboriginal Career Connections Program	507
Total Appropriation	$ 14,163
Capital Acquisitions	(1,030)
Amortization	1,310
Total Expense	$ 14,443
REVENUE	$ 68
PSC Full-Time Equivalent (FTE) Staff Complement	135.4

The 2006-07 expense budget includes an increase of 24.7 per cent or $2.857 million. Funding was approved to hire resources to sustain the new government-wide MIDAS HR/Payroll system and to support government's new Criminal Record Check policy.

In addition to the approved increases, a decision was made to transfer funding associated with the HR/Payroll component of the MIDAS system (government's integrated financial, human resource and payroll system) from the Department of Finance. The transfer includes a budget of $2.561 million and 7.0 FTEs.

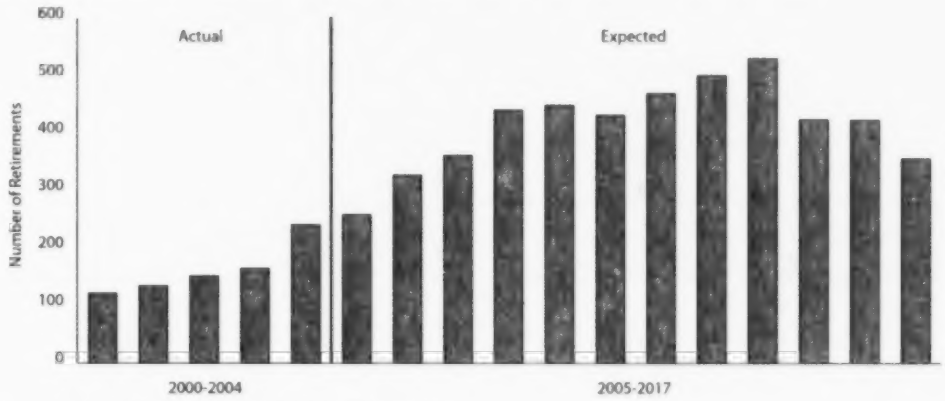
Trends and Issues

There are two key trends and issues that influence the Government's ability to ensure the public service can continue to deliver strong policy, programs and services to the people of Saskatchewan.

DEMOGRAPHICS

Demographics pose a significant challenge for the Saskatchewan public service. As per *Trends, Patterns, and Possibilities, Demographic Characteristics of the Saskatchewan Public Service, October 2003,* the public service can anticipate increasing retirements over the next decade, with the peak number of retirements occurring from 2011 to 2013 when they will near 500 per year. To ensure continuity in programs and services provided to the public, it will be critical to bridge the knowledge gap from one generation to another through succession planning.

ACTUAL AND EXPECTED RETIREMENTS – CURRENT PERMANENT EMPLOYEES



[Source: PSC Human Resource Information System, September 2005]

In addition, there is also a noticeable shortage of youth in the public service. As of March 31, 2005, only 4.3 per cent of permanent full-time employees and 10 per cent of all public service employees were under 30 years of age (Human Resource Information System).

At the same time, the Aboriginal population in the Province continues to grow. A key success factor for the Saskatchewan public service is to increase the workforce participation rate of Aboriginal people. The representation of Aboriginal people is increasing within the public service workforce, however, not in all occupations within the organization. Visible minority persons and persons with a disability are also underrepresented in the Saskatchewan public service workforce.

The demographic profile of Saskatchewan will create competition for talent in both the public and private sectors by the end of the decade. This competition for talent is leading organizations to move aggressively toward differentiating their organization in the labour market.

In response to anticipated shortages of qualified workers, the PSC conducted a recruitment and retention marketing study. The study indicated that there are eight attributes that are key drivers to employees or potential employees making a decision to commit to employment with an organization. These eight attributes are: work fit, compensation, work/life balance, job security, manager quality, training and development opportunities, promotion/advancement opportunities and a supportive work environment. In order for the Saskatchewan public service to compete for limited supply, we must be "the same as" or "better than" other employers with regards to these attributes, thereby differentiating us from other employers.

The eight attributes identified by the recruitment and retention marketing study are similar with the seven attributes organizations are rated on in order to become one of Canada's top 100 employers.

The Corporate Human Resource Plan responds to these challenges by articulating strategies that allows the public service to:

- differentiate itself in the labour market;
- attract and retain youth;
- ensure the workforce has the requisite skills to be successful in a rapidly changing work environment; and
- increase the participation rate of Aboriginal people, visible minorities and persons with a disability within the public service.

ORGANIZATIONAL EFFECTIVENESS

An ongoing challenge for the public service is aligning human resource management strategies and business strategies. The role of human resources is to provide support to management so that it is able to achieve organizational effectiveness, thereby achieving organizational success.

There is increasing concern with the timeliness and flexibility of human resource management services. Continuous improvement of human resource systems, policies and practices is critical to keeping the public service effective in the face of continuous change.

Organizational effectiveness is also about achieving congruence between organizational needs and those of employees. As identified in the 2005 Employee Survey, employees indicated department goals need to be clearer, communication with department leaders needs to be improved, survey results need to be acted on, and more work-related resources and training must be provided.

The Corporate Human Resource Plan responds to these challenges by articulating strategies that allows the public service to:

- continuously improve human resource service delivery;
- ensure there is a clear understanding of the roles and accountabilities for human resource management;
- ensure the goals and objectives of departments are clearly communicated to and understood by employees; and
- improve supervisory, management and leadership skills.

Changes from 2005-06 Performance Plan

The PSC's 2006-07 Plan contains a number of changes to its goals, objectives and performance measures. The changes more clearly articulate the outcomes the PSC is pursuing.

The following changes have been made:

- Changed objective "Continuity of knowledge and skills in key positions" to "The public service has the knowledge and skills required now and into the future." This objective was changed to represent the need for knowledge and skills at all levels within the organization.
- Changed objective "Increased leadership and management capabilities" to "The public service has effective leaders, managers and supervisors." The change is a reflection of the increasing number of retirements over the next decade that will not only impact senior and middle managers but also supervisors. In addition, the changes respond to the findings in the recruitment retention marketing study and the 2003 Employee Survey which indicate that quality leaders, managers and supervisors are essential in recruiting and retaining employees.
- Changed objective "Improved effectiveness and efficiency of human resource management systems, practices and process" to "The public service has responsive, client-centered human resource services." The change supports the focus of Human Resources as a provider of higher quality, client-focused human resource services.
- Changed the word "feel" to "believe" in the performance measures used from the 2003 Employee Survey. The word "believe" is a better cognitive term to reflect employees' feedback.

- Deleted the following performance measures:
  - ~ separation rates of designated group members;
  - ~ percentage of identified key positions hiring internal succession candidates;
  - ~ percentage of human resource expense to overall operating budget;
  - ~ time to fill a permanent full-time vacant position;
  - ~ time to complete a classification; and
  - ~ percentage of managers who have learning and development plans in place.

  The PSC will continue to track and monitor these performance measures for internal planning purposes.
- Added the following performance measures:
  - ~ percentage of payroll spent on training;
  - ~ percentage of payroll spent on leadership, management and supervisory training;
  - ~ percentage of management employees satisfied with PSC services;
  - ~ percentage of employees who have learning and development plans in place; and
  - ~ percentage of identified key positions with succession plans.
- Deleted the performance measure "percentage of employees who are satisfied with the overall effectiveness of the systems, practices and processes of human resource management." The PSC will no longer track this performance measure.

Goals, Objectives, Actions and Measures

This section presents the detailed Corporate Human Resource Plan for 2006-07. For each goal, a series of objectives has been established to define the key outcomes expected. Under each objective, a set of key actions has been identified for both the PSC and departments in 2006-07. In addition, performance measures have been established for each objective to gauge progress toward meeting the objective.

The Corporate Human Resource Plan also has a number of measures obtained from a government-wide Employee Survey, conducted biennially by the PSC. The latest available data is from February 2006.

GOAL 1

The Saskatchewan public service has talented, innovative and dedicated employees

The demographic challenges that confront the public service as we move toward the end of this decade are well known. Included in these challenges are the significant number of retirements and the potential loss of corporate memory. The initiatives under this goal are directed to improve our ability to attract high quality employees and to ensure the knowledge and skills we need will be maintained in the critical positions across the public service.

OBJECTIVE 1 *– The public service attracts and retains high quality employees*

The Saskatchewan public service faces significant challenges given the demographic profile of the public service. This objective addresses the imperative that the public service is able to attract and retain high quality employees. In order to achieve this objective, the public service will have to ensure that the workplace is attractive for those who are already serving the public, as well as for those who will enter the public service in the future.

Key Actions for 2006-07

Public Service Commission

- Continue the implementation of the Masters of Public Administration Internship Program.
- Research, develop, and implement recruitment strategies, in partnership with departments, to address the most critical difficult-to-recruit occupations that are common across the public service.
- Develop, co-ordinate and support partnerships with educational institutions and appropriate community-based organizations.

- Evaluate student work employment programs to ensure they are effective in attracting and recruiting students.
- Continue the implementation of the Criminal Record Check policy and process across the public service.
- Promote the Saskatchewan public service as a workplace to build a career.

Departments

- Develop recruitment and retention plans for department-specific hard-to-recruit occupations.
- Maintain relationships with educational institutions, specifically related to hard-to-recruit department-specific occupations.

What are we measuring?	**Where are we starting from?**
Number of student work experience placements	702 *[2004-05]*

This measures the number of summer, co-op and Centennial Student Employment Program students employed in the public service. The public service is seeking to increase the awareness of careers in the public service by providing employment opportunities for students. A key factor that affects this measure is the financial resources allocated to departments for student placements.

What are we measuring?	**Where are we starting from?**
Employee separation rate	5.9% *[2004-05]*

This measure shows the percentage of permanent full-time employees who leave the public service for any reason, voluntary or involuntary. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experience or opportunities for advancement, family or personal reasons, also play a role.

What are we measuring?	Where are we starting from?
Retention rate of new employees	71.2% *[2001-02 to 2004-05]*

This measure shows the rate at which the public service is able to retain new employees over a four-year period. The retention rate provides insight into the quality of human resource policies, practices, and process, organizational culture, and leadership within the public service. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experience or opportunities for advancement, family and personal reasons, also play a role.

***OBJECTIVE 2** – The public service has the knowledge and skills required now and into the future*

The public service can anticipate increasing retirements over the next decade with the peak occurring from 2011 to 2013. The majority of these retirements are five years away. However, over the next few years the number of employees eligible to retire in management and senior technical positions will increase. The public service expects 49 per cent of managerial and senior technical employees in finance, economic analysis, education and economic policy, senior management and law to retire by 2010.

Retaining and sharing the knowledge and expertise residing in long-term employees requires effective succession management.

Key Actions for 2006-07

Public Service Commission

- Develop and implement an executive succession program to ensure continuity of knowledge and skills in executive positions.
- Monitor and support the implementation of the government-wide Succession Management Framework.

Departments

- Identify, develop and implement succession plans for identified key positions.

What are we measuring?	Where are we starting from?
Percentage of identified key positions with succession plans	35% *[2004-05]*

This measures the effectiveness of succession management within the public service. The human resource function plays a significant role in leading the development of succession planning initiatives, and management influences implementation.

GOAL 2

The Saskatchewan public service has a healthy, productive and collaborative work environment

To ensure that the public service is capable of providing high quality, citizen-centered programs and services, we must make the Saskatchewan public service an attractive workplace for those who already serve the public, as well as for those who will enter the public service in the future.

OBJECTIVE 1 *– The public service has effective leaders, managers and supervisors*

Increased numbers of retirements over the next decade will have an impact on senior and middle managers and will result in leadership continuity challenges. Since approximately 85 per cent of management positions are filled from within the public service, it is critical to develop employees to fill the gap when managers retire. In keeping with the changing nature of work, management competencies are also evolving. It is critical within the public service to support the new roles and responsibilities of managers based on these competencies.

Key Actions for 2006-07

Public Service Commission

- Evaluate the existing management competency model to ensure it is relevant to the changing needs of the Saskatchewan public service.
- Develop, deliver and co-ordinate government-wide leadership, management and supervisory learning and development initiatives.

Departments

- Identify and create leadership development opportunities for employees.

What are we measuring?	Where are we starting from?
Percentage of employees who believe their direct supervisor is effective	Favourable 55%, Neutral 25%, and Unfavourable 20% *[February 2006; latest available data]*

This measures an employee's perception of his or her supervisor's leadership and management capabilities. It also identifies the impact of learning and development provided to supervisors. Managers have a high level of influence on this measure.

What are we measuring?	Where are we starting from?
Percentage of payroll spent on supervisory, management and leadership training	0.05% *[2002-03]*

This measures the amount of training expenditure as a percentage of straight-time annual payroll. This provides insight into the amount of investment in education and training development for supervisors, managers and leaders. Management and management practices have a high degree of influence on this measure.

***OBJECTIVE 2** – The public service has constructive and co-operative relations with employees and the unions that represent them*

The public service wishes to maintain a positive relationship with its employees and the unions that represent them. A healthy relationship among management, employees, and public service unions will contribute to a positive work environment.

Key Actions for 2006-07

Public Service Commission

- Negotiate renewed agreements with the Saskatchewan Government and General Employees' Union and the Canadian Union of Public Employees, including increased client involvement and agreement simplification.

Departments

- Actively participate in the collective bargaining process.

What are we measuring?	Where are we starting from?
Percentage of employees who believe mechanisms exist to deal with their concerns	Favourable 47%, Neutral 31%, and Unfavourable 22% *[February 2006; latest available data]*

This measures the organization's effectiveness at resolving issues and conflicts in the workplace. Avenues to deal with conflict and/or employee issues contribute to positive employee relations. The human resource function plays a significant role through the establishment of systems and processes for dealing with employee concerns. Managers also play a large role in educating employees about these processes.

OBJECTIVE 3 – *Enhanced support for learning, effective employee performance, accountability and organizational health*

With our demographic challenge, it will be important to ensure we have the right people in the right jobs at the right time to achieve effective organizational performance. Therefore, employee learning, development and accountability will be critical to our success. Through the implementation of continuous learning, rewards and accountability strategies, the organization will be successful.

Key Actions for 2006-07

Public Service Commission

- Implement actions to address the government-wide needs identified through the 2005 Employee Survey.
- Research and develop options for an out-of-scope variable/performance pay system.
- Evaluate *Planning for Success*, the performance management system for out-of-scope employees.

Departments

- Implement actions to address departmental needs identified through the 2005 Employee Survey.
- Increase the usage of the out-of-scope employee performance management system, *Planning for Success*.

What are we measuring?

Percentage of employees who believe they are able to access and use work/life balance policies

Where are we starting from?

Favourable 74%, Neutral 13%, and Unfavourable 15%
[February 2006; latest available data]

This measures employees' views of the level of organizational support for work/life balance. This commitment is essential to develop a corporate culture that supports work/life balance. Management must support and provide opportunities for employees to access and use work/life balance policies but they also need to balance operational activities of the employer.

What are we measuring?

Percentage of employees who believe they are supported in their performance

Where are we starting from?

Favourable 46%, Neutral 27%, and Unfavourable 27%
[February 2006; latest available data]

This measures the extent of ongoing guidance and coaching for employees to successfully fulfill their roles. If employees are provided with clear expectations and receive constructive feedback, on-the-job performance should improve. Human resource staff support managers, who in turn support employees. Therefore, both managers and human resource staff share a high level of influence on this measure.

What are we measuring?

Percentage of employees who understand the relationship of their job to department goals

Where are we starting from?

Favourable 70%, Neutral 20%, and Unfavourable 10%
[February 2006; latest available data]

This measures employees' understanding of the link between department strategic goals and the role they play in achieving these goals. Managers have a high level of influence on ensuring the employees have access to information and are aware of departmental goals and how they link to their work unit. Employees also have a responsibility to ensure they understand the link between departmental and individual goals.

What are we measuring?	Where are we starting from?
Percentage of payroll spent on training	0.5% *[2004-05]*

This measures the amount of training expenditure as a percentage of straight-time annual payroll. This provides insight into the amount of investment in education and training development for employees. Managers and management practices have a high degree of influence on this measure.

What are we measuring?	Where are we starting from?
Percentage of employees who have learning and development plans in place	17% *[2004-05]*

This measures the support for learning and development in the public service. If employee learning and development is planned, the alignment of activities will be improved, increasing the positive impact of learning and development on the performance of the organization. Managers and management practices have a high degree of influence on this measure.

***OBJECTIVE 4** – The public service has responsive, client-centered human resource services*

This objective highlights the importance of having quality human resource services and support across the public service along with effective and efficient systems and processes. There is an increasing demand for timely and accurate human resource management information, which requires effective use of technology and flexibility of process.

Key Actions for 2006-07

Public Service Commission

- Deliver effective and efficient human resource services to the Saskatchewan public service.
- Continue implementation of Multi-Informational Database Application System (MIDAS) Human Resources – Phase 3 (Base HR). MIDAS is a single integrated and Internet based system for financial and human resource management across the public service.
- Assess the overall effectiveness and efficiency of human resource administration and payroll services, including the impact of new technology and the feasibility of full or partial consolidation of services.

- Implement consolidated human resource service delivery to Government Relations, Culture, Youth and Recreation, Labour, Northern Affairs, First Nations and Métis Relations and the Public Service Commission through a client service team approach.
- Research tools to simplify access to corporate information and to communicate information to employees and managers.

Departments

- Participate in the implementation of the Multi-Informational Database Application System (MIDAS) Human Resources – Phase 3 (Base HR).
- Various departments will participate in the implementation of the consolidated human resource service delivery.

What are we measuring?	**Where are we starting from?**
Percentage of management employees who are satisfied with PSC service	72% *[2004-05]*

This measures management employees' satisfaction with the overall human resource services delivered by the PSC. The PSC has a moderate level of influence on this measure because some human resource practices and processes are dictated by articles and provisions within collective bargaining agreement.

The results for this measure are drawn from the PSC's biennial survey of out-of-scope employees. The latest available data is from October 2004.

GOAL 3

The Saskatchewan public service has a diverse workforce

This goal focuses efforts to gain the benefits of a diverse workforce, including: greater creativity and innovation, a greater understanding of cultural issues, people in program areas that can relate to diverse clients, and a greater diversity of approaches and opinions.

***OBJECTIVE 1** – An increasingly representative workforce at all levels of the organization*

There is a compelling business case for organizations to achieve a representative workforce. Increasing the representation of employment equity groups allows the public service to better reflect the population of the Province.

Key Actions for 2006-07

Public Service Commission

- Manage the Aboriginal Career Connections Program with a view to increasing the retention rate of participants in the public service.
- Continue to build the Recruitment and Retention of Persons with Disabilities Initiative to increase recruitment and placement success.
- Identify quality visible minority candidates for public service careers by establishing working relationships with appropriate community-based organizations.

Departments

- Ensure all managers are evaluated on their achievement in creating a diverse workforce.
- Create employment opportunities for employment equity group members from the various initiatives underway.

What are we measuring?

Percentage of representation by employment equity groups

Where are we starting from?

Aboriginal persons: 10.5%

Persons with disabilities: 3.0%

Members of visible minority groups: 2.4%

Women in senior management: 35.9%

Women in middle management and other management positions: 33.6%

[2004-05]

This measure addresses attraction and retention of employment equity group members. Human resource staff provide guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply.

***OBJECTIVE 2** – Increased attraction and retention of youth*

It is critical to succession management and the ongoing delivery of services that the public service has a greater youth representation. As of March 31, 2005, only 4.3 per cent of permanent, full-time employees and 10 per cent of all public service employees (permanent full-time, permanent part-time, term and labour service) were under the age of 30 (Human Resource Information System). The shortage of youth in the public service requires targeted recruitment initiatives.

Key Actions for 2006-07

Public Service Commission

- Co-ordinate specific recruitment initiatives to attract youth to the public service.

Departments

- Create employment opportunities for youth.

What are we measuring?	**Where are we starting from?**
Percentage of permanent full-time public service employees under 30 years of age	4.3% *[2004-05]*

The level of youth representation is a reflection of the public service's ability to attract and retain youth in full-time, permanent jobs. Human resource staff provide guidance and advice to managers who then have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply.

What are we measuring?	**Where are we starting from?**
Retention rate of youth (under age 30) within the public service	74% *[2001-02 to 2004-05]*

This measure shows the rate at which the public service is able to retain youth over a four-year period. The retention rate provides insight into the quality of human resource policies, practices, and process, organizational culture, and leadership within the public service. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experiences or opportunities for advancement, family and personal reasons, also play a role.

What are we measuring?	Where are we starting from?
Percentage of youth (under age 30) hired within the public service	24% *[2004-05]*

This measures the percentage of youth hired within the public service for the year ending March 31, 2005. A new hire is defined as anyone who has no previous service with the public service or has had a break in service, 180 calendar days or greater. Hiring youth will assist in rejuvenating the public service. Managers have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply and seniority provisions in the collective bargaining agreements.

OBJECTIVE 3 *– Improved organizational culture to support diversity*

A work culture that supports diversity is critical to the retention of employees, particularly those from employment equity groups. The values, beliefs and behaviors of employees determine the culture of an organization. Employees who feel the workplace encourages and supports diversity will be more likely to remain in the public service.

Key Actions for 2006-07

Public Service Commission

- Identify corporate diversity learning needs and work with departments on strategies to meet those needs.

Departments

- Identify and address gaps in creating a workplace culture that supports and welcomes diversity.

What are we measuring?	Where are we starting from?
Percentage of employees who believe the organizational culture supports workplace diversity	Favourable 62%, Neutral 22%, Unfavourable 16% *[February 2006; latest available data]*

This is a measure of employees' perceptions of organizational support for diversity. Human resources provide educational material and coach managers on workplace diversity, which results in managers having a high level of influence on developing a culture that supports workplace diversity.

For More Information

For further information about the PSC's Performance Plan, please visit www.gov.sk.ca/psc.

If you have questions or comments, or would like additional copies of the performance plan, we invite you to call: (306) 787-7592.

Or contact us:

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